



# The ALx Bulletin

Presented by the Army Leader Exchange  
"Lead Well and Develop Others"

Lead Well and



Develop Others

Issue 21-03: April 2021

Welcome to the Army Leader Exchange (ALx) Bulletin, a comprehensive list of new products and publications from TRADOC and subordinate commands for March 2021.

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## DEVELOPING LEADERS

**VIDEO: TRADOC WEBINAR LPD #7: Navigating an Army Career** – A distinguished panel of guests including MG(P) Maria Gervais, CSM Hilda Garcia, CPT Emily Bessler, and SFC Leigh Ann Hester discuss their experiences, insights and best strategies for navigating an Army career. Available at: <https://vimeo.com/526138694>

**VIDEO: Educating the Force on the Profession with MG Donna Martin** – MG Martin, Provost Marshal General and Commanding General of the U.S. Army Criminal Investigation Command, discusses mental agility, the importance of diversity and inclusion, the profession and how she prepares herself for the challenges of leadership. Available at: <https://www.dvidshub.net/video/784629/educating-force-mg-donna-martin>

**NCOs and College Education** – A degree is more than just a means for promotion points. It plays a large part in a Soldier's development by teaching them to communicate effectively with others and think critically. SGM James Zills discusses the necessity of higher education for NCOs. Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2020/December/NCOs-and-College-Education/linkId/113079293/>

**Attitude Reflects Leadership: The Role of Emotional Intelligence** – This article explores the documented effects between emotional intelligence (EI) and leadership effectiveness, while also offering methods to increase U.S. Army emotional competence. Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/February/Attitude-Reflects-Leadership/linkId/114582242/>

**Organizational Commitment** – Soldiers are in constant daily connection with their peers and workplace. However, due to training/duty rotations, deployments, or completing their enlistments, things change often. The Army needs to focus on organizational commitment. Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2020/November/Organizational-Commitment/linkId/112264858/>

**Leadership and Military Writing** – Dr. Allyson McNitt (Editor, *Military Review*) describes her experiences with military writers. She explores how the ability to write effectively enhances leadership and offers advice to prospective military writers. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/McNitt-Military-Writing/linkId/113274960/>

**The Karate Kid Approach to Leadership Development** – In the 1984 iconic film, The Karate Kid forms a bond with Mr. Miyagi and learns not only karate techniques, but also life lessons. This movie highlights the importance of mastering stages of development for long-term proficiency. Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2020/November/The-Karate-Kid-Approach-to-Leadership-Development/linkId/112136412/>

## DRIVING CHANGE

**PODCAST: The Convergence – The Future of Ground Warfare** – COL Scott Shaw, commander of the Asymmetric Warfare Group (AWG) discusses the future of ground warfare and the realities of combat for tomorrow's Soldiers. Available at: <https://madsciblog.tradoc.army.mil/309-the-convergence-the-future-of-ground-warfare-with-col-scott-shaw/>

**Improving Low Back Health in Soldier via Leadership-Driven Cultural Change** – Commander of the Fitness Training Unit, 30<sup>th</sup> AG BN (Reception), 194<sup>th</sup> Armored Brigade, CPT Brooke Sorrell discusses the need for a cultural change in the Army to create a positive climate that encourages early reporting and treatment of Musculoskeletal Injuries (MSKI). Available at: <https://www.benning.army.mil/Armor/eARMOR/content/issues/2021/Winter/1Sorrell21.pdf>



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**MadSci 307: Disrupting the “Chinese Dream” – Eight Insights on how to win the Competition with China** – This post captures key insights regarding our on-going competition with China, as gleaned from a senior leader session hosted by the U.S. Army Training and Doctrine Command (TRADOC). Available at: <https://madsciblog.tradoc.army.mil/307-disrupting-the-chinese-dream-eight-insights-on-how-to-win-the-competition-with-china/>

**Event Barraging and the Death of Tactical Open-Source Intelligence** – In the near future, commanders and analysts will likely face “event barraging,” the digital inundation by embellished or fabricated events on social media, that directly threaten ongoing or near-term tactical operations. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/Rasak-Open-Source-Intelligence/linkId/111984322/>

**MadSci 315: The Bear is Still There: Four Insights on Competition with Russia** – Russia is modernizing its military’s technology and professionalizing its force. Understanding these efforts is essential to success in a new era of great power competition. Insights from TRADOC’s senior leader session exploring Russian force modernization. Available at: <https://madsciblog.tradoc.army.mil/315-the-bear-is-still-there-four-insights-on-competition-with-russia/>

## TRAINING

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**Warfighter Training Support Package (WTSP-71-TS-DIV120) - Conduct an Attack for Divisions [CAC Required]** – This WTSP provides an adaptive home-station training exercise, culminating with an MCTP-supported warfighter exercise. WTSPs are designed to provide flexible, tailorable training solutions in support of the commander and staff training mission essential tasks. Available at: [https://atiam.train.army.mil/catalog/search?current=true&search\\_terms=WTSP-71-TS-DIV120](https://atiam.train.army.mil/catalog/search?current=true&search_terms=WTSP-71-TS-DIV120)

**Army Counter-UAS 2021-2028** – MAJ Benjamin Scott discusses the way-ahead for Army Counter-UAS TTPs in the near term through an examination of 2<sup>nd</sup> Brigade Combat Team, 25<sup>th</sup> Infantry Division’s recent rotation at the Joint Readiness Training Center (JRTC) in Fort Polk, LA. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/March-April-2021/Scott-Counter-UAS/linkId/113986152/>

**Seeing Through the Fog: Developing Fog of War Resistant Visualization** – Leaders must be able to perform visualization in the uncertain environment of combat to be able to see through what Carl von Clausewitz coined the “fog of war.” Visualization skills must be emphasized by senior leaders and made more resilient through deliberate practice and multiple repetitions. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/McConnell-Fog-of-War/linkId/112030282/>

**Frontline Robotics: Enhancing the Situational Awareness of Junior Leaders through Small Unmanned Aircraft Systems** – In this article from *Infantry Magazine*, MAJ Christopher Sanders of the Maneuver Capabilities Development and Integration Directorate at Fort Benning explores the role of Robotics on the battlefield in the recent past and near future. Available at: [https://www.benning.army.mil/infantry/magazine/issues/2020/Winter/PDF/3\\_News\\_Robotics.pdf](https://www.benning.army.mil/infantry/magazine/issues/2020/Winter/PDF/3_News_Robotics.pdf)

**The Operations Sergeant Major** – U.S. Army Sgt. 1st Class Tramaine Bass details how to improve unit training and staff elements to achieve the commander’s intent in “The Operations Sergeant Major.” Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/March/The-Operations-Sergeant-Major/linkId/112735279/>

**“Army training, Sir”: The Impact of the World War I Experience on the Evolution of Training Doctrine in the US Army** – This study examines the status of training in the pre-war army and looks at the immediate post-war years to determine what lasting impacts the wartime experiences had on training doctrine and management. Available at: <https://www.armyupress.army.mil/Portals/7/combat-studies-institute/csi-books/army-training-sir-the-impact-of-the-world-war-i-experience-on-the-evolution-of-training-doctrine-in-the-us-army.pdf?linkId=112780284>



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**USASOC Combat Training Centers FY20 Trends Summary [CAC Required]** – An analysis of trends and best practices of SOF RTUs as they navigate their largest challenges of the CTCs: remaining capable of mission command in a contested environment and facilitating CF-SOF interdependence, interoperability, and integration (I3) with a conventional brigade or division-sized element. Available at: <https://call2.army.mil/toc.aspx?document=18109>

## LESSONS LEARNED

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**Preparing a Company for Property Book Split and Deployment** – A must-read for company-grade officers from *Infantry Magazine*. A Company Commander, Executive Officer and Battalion S4 discuss the best practices and lessons learned from their rapid training and deployment in support of Operation Freedom Sentinel. Available at: [https://www.benning.army.mil/infantry/magazine/issues/2020/Winter/PDF/8\\_Chang\\_PB.pdf](https://www.benning.army.mil/infantry/magazine/issues/2020/Winter/PDF/8_Chang_PB.pdf)

**From NTC: Hard Lessons** – Written by the sergeants major (SGMs) of Ops Group, National Training Center, this handbook includes experiences of E-9s at the BN and BDE levels. NTC leaders observe SGMs who, once exposed to a situation, produce extraordinary results. Available at: <https://usacac.army.mil/sites/default/files/publications/21-07.pdf>

**The Pitfalls of Well-Meaning Compassion: JTF-Haiti’s Infowar of 2010** – JTF-Haiti engaged in an information war during its humanitarian assistance/disaster relief mission after an earthquake in 2010. The article includes lessons learned for units conducting similar operations in the future. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/Boyd-Haiti-Infowar/linkId/112903359/>

**Demining in the DMZ** – From *Engineer Magazine*, COL John Lloyd discussed the history of the Korean De-Militarized Zone (DMZ) and how the Comprehensive Military Agreement (CMA) of 2018 opened up the area to de-mining operations that continue today. Available at: <https://www.dvidshub.net/publication/issues/57365#41>

**The Resupply of Duffer’s Drift** – LTC(R) William Latham, of Combined Arms Support Command (CASCOM) has pulled the lessons of the 1905 story, *The Defence of Duffer’s Drift*, into the 21st Century. An artful retelling of a young leader learning valuable lessons through a series of dreams. Available at: <https://www.armyupress.army.mil/Books/Browse-Books/iBooks-and-EPUBs/The-Resupply-of-Duffers-Drift/linkId/113343104/>

## DOCTRINE

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**TC 6-0, Training the Mission Command Warfighting Function** – The introductory guide for incorporating C2 training during unit training management. Available at: [https://rdl.train.army.mil/catalog-ws/view/100.ATSC/A9BCE049-792B-45F5-9C3F-8B2C65785D67-1513968901465/tc6\\_0.pdf](https://rdl.train.army.mil/catalog-ws/view/100.ATSC/A9BCE049-792B-45F5-9C3F-8B2C65785D67-1513968901465/tc6_0.pdf)

**FM 1-02.1, Operational Terms** – Update published 09 MAR 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021737](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021737)

**DA PAM 7000-48, Handling Procedures for Equipment Contaminated by Radioactive Commodities** – Update published 05 MAR 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021376](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021376)

**TC 2-19.01, Military Intelligence (MI) Company and Platoon Reference Guide** – Published 09 MAR 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021734](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021734)

**TC 8-13, Tactical Hospital Infrastructure** – Update published 25 FEB 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021644](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021644)

**ATP 4-01.45, Multi-service Tactics, Techniques and Procedures for Tactical Convoy Operations** – Update published 26 MAR 21. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1021864](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021864)